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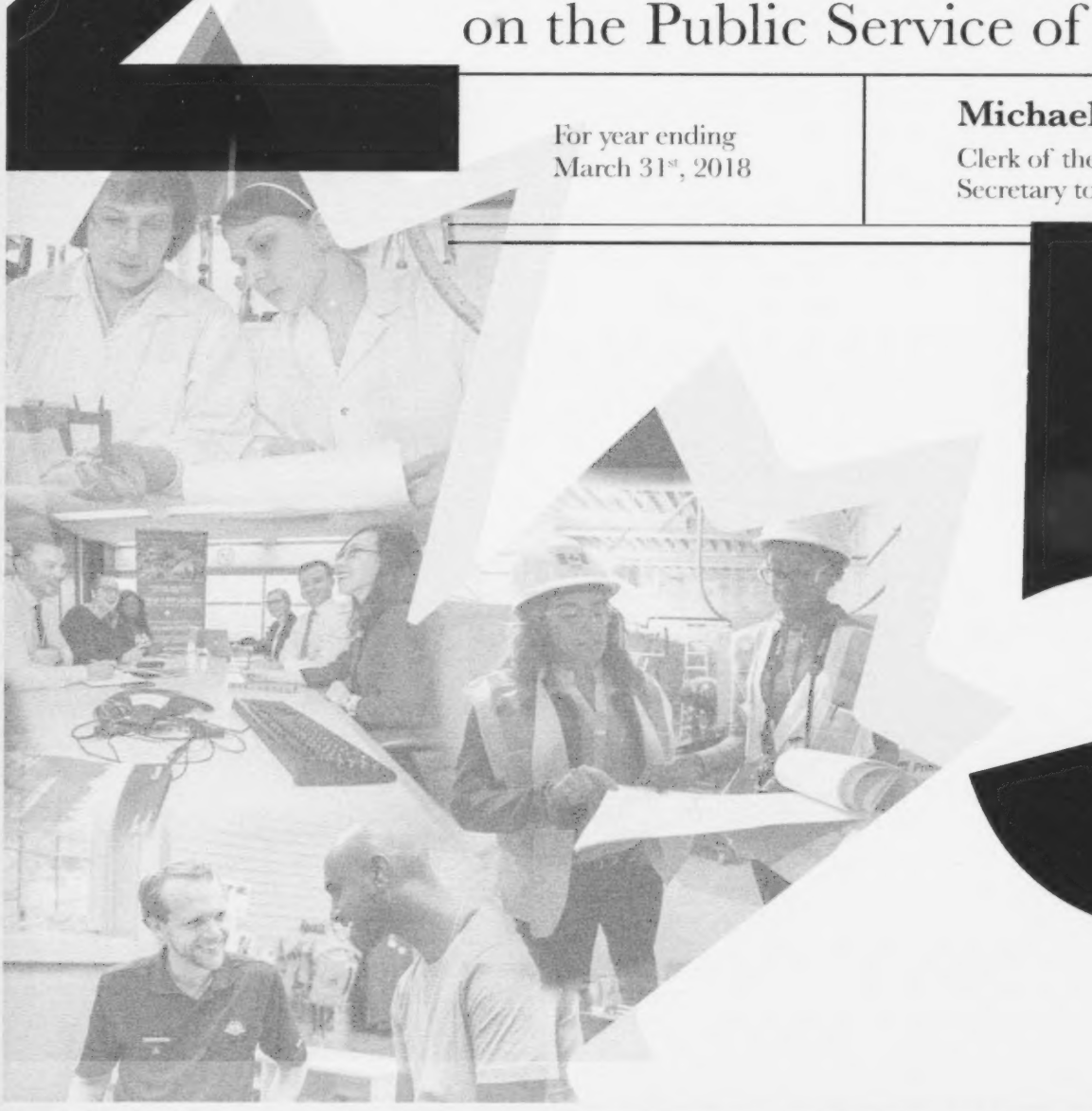
Annual Report to the Prime Minister

on the Public Service of Canada

For year ending
March 31st, 2018

Michael Wernick
Clerk of the Privy Council and
Secretary to the Cabinet



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Clerk of the Privy Council and
Secretary to the Cabinet

Greffier du Conseil privé et
Secrétaire du Cabinet

Ottawa, Canada
K1A 0A3

March 29, 2018

Dear Prime Minister:

As Head of the Public Service of Canada, I am pleased to submit to you the *Twenty-Fifth Annual Report to the Prime Minister on the Public Service of Canada*, as per the provisions of section 127 of the *Public Service Employment Act*.

In 2017, Canadians celebrated the 150th anniversary of Confederation. Public servants also took the time to celebrate 150 years of our institution. We reflected on our past and our achievements, and we are energized as we look ahead to the challenges of the future.

Canada's Public Service has much to be proud of. In 2017, we were ranked as the most effective public service in the world in an international civil service effectiveness index. This ranking reflects the talent and diversity of our public servants.

I think our effectiveness also has a great deal to do with the feedback we receive—from the media, officers of Parliament, stakeholders and the public. They tell us what we could have done better. We strive to listen, learn, correct and improve. When we fall short, we take time to draw lessons and fix our approaches to avoid similar mistakes in the future.

This is the case with our pay system. In spite of significant efforts across government, our pay challenges persist. This is unacceptable. I assure you that in 2018, we will continue to work hard to make progress on the pay system and to ensure that our employees are paid accurately and on time. It is my highest priority.

In this report, I am proud to share with you the stories of dedication and ingenuity that public servants have demonstrated in serving Canadians, and in making real progress to deliver on the Government's agenda.

I spent the year listening to public servants, reflecting on our progress to date, and thinking about how we can deepen our commitment. I established a Clerk's Table on Diversity and Inclusion and a Clerk's Table on Mental Health that provided valuable insight and feedback over the past year. I have engaged over 22,000 public servants at events across the country and in locations around the world. I have reached out directly to Canadians through social media. I have also used these channels to ask public servants to share their stories of renewal directly with me. This report is directly informed by what I have heard.

Over the coming year, I will build on our collective efforts in some key areas. I am committed to achieving a public service that is representative of the Canadians we serve and that makes full use of its talent. I will remain committed to the mental health and well-being of our workforce, including by addressing harassment and discrimination. And I will support our capacity to deliver by ensuring public servants have the right tools, processes and organizational structures to do their jobs. I invite all public servants to join me to continue our progress in these priorities.

Thank you, Prime Minister, for recognizing the Public Service of Canada's achievements over the past year, and for supporting efforts to make its future even brighter.

Michael Wernick

INTRODUCTION

The Public Service of Canada is a strong and proud institution. We are a values-driven organization made up of passionate people from across the country who come to work every day to make a difference in the lives of Canadians. We provide evidence-based, non-partisan advice and support to the Government, and deliver quality services to Canadians across the country and around the world.

Since launching Blueprint 2020 in 2013, the Public Service has worked to instill a culture where innovation is supported and valued. Recognizing the need for change, public servants are doing their part to achieve it. Their entrepreneurial spirit has impressed me.

We need to continue to evolve and find new and better ways to generate results for Canadians. And our focus must continue to be on delivering on the Government's mandate.

As Canada's largest employer, with a workforce of approximately 262,000 employees, we are committed to creating a diverse, inclusive and talented workforce, equipped with the right tools, processes and organizational structures. We will maintain our focus on mental health and workplace well-being, and put an end to harassment and discrimination.

This report is an opportunity to reflect on progress made over the past year and to learn from one another's ingenuity.

87%

of public servants are proud of the work they do

2017 Public Service Employee Survey

PAY SYSTEM

Paying public servants accurately and on time is my top priority.

I am distressed by the emotional and financial hardship that our pay system is causing so many of our dedicated colleagues and their families.

The problems with our pay system never should have happened. In spite of the significant efforts of public servants, our pay system challenges persist. I sincerely wish that I could state with certainty when these issues will be resolved, but there are no quick fixes.

We are striving to address this situation in a number of ways. An integrated human resources and pay team is working across government to correct the underlying problems with the pay system. They are also taking measures to address the backlog of cases, including increasing capacity to process pay requests and redesigning our human resources processes. Managers and the human resources community are playing a crucial role by providing support to their employees and helping to prevent additional pay issues. New investments proposed in Budget 2018 will support these efforts. As well, working with experts, unions and technology providers, we will begin development of the next generation of the pay system.

I have also asked deputy ministers to inform me of their actions to help stabilize the pay system so that employees can be paid accurately and on time. Organizations are drawing from these actions to advance approaches that will bring meaningful improvements for our employees.

It is critical that public servants know that they do not need to face the burden of pay challenges alone. Emergency salary advances and priority payments are available to employees who are facing hardship.

We continue to meet and share information with bargaining agents on the pay system problems, and to find solutions and assist them in dealing with the concerns of their membership.

Finally, we are analyzing the root causes of the problem and lessons learned to prevent failure on this scale from ever happening again. The Auditor General released his audit results on the Phoenix pay problems in the fall of 2017, and we will hear again from the Auditor General this year. This work will provide critical insights that will inform the planning and implementation of future government-wide transformation projects.

PROUDLY SERVING

Rising to the challenge

Once again this year, the Public Service showed courage, resilience and professionalism, going above and beyond in times of crisis. Public servants mobilized to keep Canadians safe and secure. I am proud of their contributions.

When spring flooding impacted

100 communities in Quebec and Ontario

4,000 people had to leave their homes and life possessions behind

Last spring, 100 communities in Quebec and Ontario were affected by flooding. It forced 4,000 people to leave behind their homes and life possessions. Public servants mobilized to come to their aid. Canadian military personnel helped to prepare for the floods and with rescue relief. Public servants worked around the clock to manage the flood water flows so that the public and responders could travel safely and without delays. The collaboration between these teams and their selfless commitment to duty made all the difference.

It's exciting for me to help families. It's a good feeling because it means that I have done my job.

— Dawn Morley Zirk, Employment and Social Development Canada

The 2017 wildfires in British Columbia were the worst in the province's history. Members of the Canadian Armed Forces stood shoulder to shoulder with provincial colleagues to help those affected. Many other public servants mobilized to deliver services, such as replacing lost government-issued documents for the 65,000 citizens displaced by the fires and providing emergency tax relief measures and guidance. This allowed affected Canadians to focus on their families, homes and businesses.

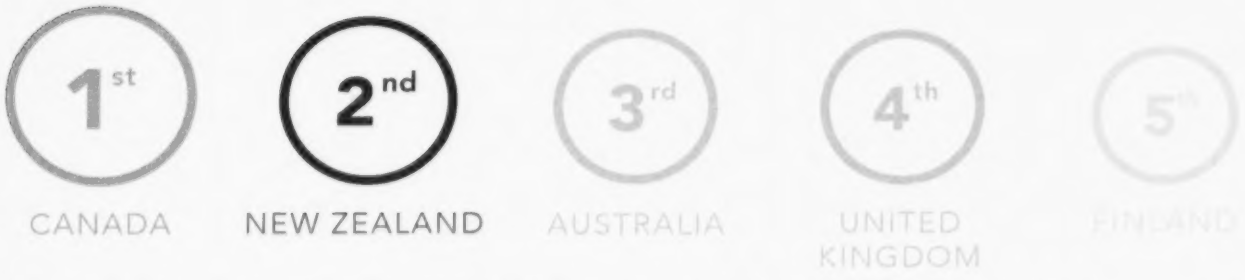
In September 2017, a wildfire burning in a remote area of southeastern British Columbia spread to Waterton Lakes National Park in Alberta. Public servants sprang into action as the fire roared through the park and into surrounding ranch lands. Parks Canada team members joined forces with the Province of Alberta, municipal fire departments, and local communities. Together, they worked tirelessly to protect the town site of Waterton and park buildings. They bucketed in water by helicopter, created fire guards and prepared for evacuation. Three public servants lost their homes to the fire, but promptly returned to work to continue supporting the response efforts. While the fire heavily damaged or destroyed many buildings, the valiant efforts of everyone involved saved the town site of Waterton, and ensured that no one was seriously injured.

This past year also saw a marked increase of refugee claimants at land borders across the country. Asylum claims more than doubled over the previous year. Departments, provinces and community partners worked tirelessly, treating asylum seekers with compassion while preserving the security and integrity of the Canadian immigration system. We also greatly improved processing times for refugee claims and increased capacity in places where people were attempting to enter Canada illegally.

The Public Service demonstrated impressive drive in mobilizing expertise to respond to these challenges. I believe that we need this level of drive and agility to shift people and resources to address emerging priorities of the Government and citizens. We have more work to do—and I will return to this theme at the end of this report.

Service excellence

Millions of Canadians depend on government services each year—to access benefits, obtain social insurance numbers or records of employment, submit their taxes, obtain passports and cross borders. These services help Canadians through some big transitions. So it is no surprise that they want quality services that are convenient, easy to use and focused on their needs. And they want to be able to access them 24/7 on mobile devices in the official language of their choice, and in formats that are accessible for all. Canadians also expect the Government to protect the systems where their personal and business information is stored against cyber attack.



Canada ranked 1st in the International Civil Service Effectiveness Index 2017

What does this look like for Canadians? It means more accessible, connected and bundled services. And more than ever before, this means access to digital tools. For example, starting in 2017, Canadians now have one-stop access to their benefit and tax information whenever they want it, all through a single login. Linking Canada Revenue Agency and Employment and Social Development Canada portals has helped Canadian users navigate more easily between these online services more than 3.6 million times.

We have modernized processing for travellers at Canada's major international airports, which is helping to minimize wait times. Upon arrival, Canadians can now verify their identity and make an on-screen declaration using a primary inspection kiosk. This means that passengers can move through customs more quickly and efficiently.

The Canada Revenue Agency is making its information easier for Canadians to understand. The Agency evaluated its approach to the over 130 million letters it sends out each year. It found that the old-fashioned format and complex language were in need of an update. So it launched a modernization project. The first phase involved re-working correspondence such as taxpayers' notices of assessment. It used client feedback and behavioural insights to adapt the style and nature of the correspondence. With clearer font, layout, and headings and more direct language, the new design makes the information easier for Canadians to read and understand. The work continues and as of February 2018, approximately 90% of correspondence has been modernized.

In January 2018, Employment and Social Development Canada launched automatic enrolment for the Guaranteed Income Supplement benefit. This monthly non-taxable benefit is available to eligible Old Age Security pension recipients living in Canada who have a low income. This means that each month, up to 17,000 seniors who turn 64 years old will be automatically enrolled for the benefit without ever having to complete an application.

While public servants are continuously improving how we serve Canadians, we know that much work remains. We need to maintain our focus on the user experience—how clients feel as they navigate our services. This means

designing services that are intuitive to use. It means providing valuable and credible information, in both official languages and in formats that are accessible for all. At the same time, we must remain vigilant against cyber attacks to protect information shared by Canadians who access these services. The National Cyber Security Strategy, announced in Budget 2018, will contribute to these efforts.

Better design, better service

Canadians expect reliable and immediate access to services online. To achieve this, the culture of the Public Service must value inventiveness and exploration. In this way, we can improve approaches to service delivery that make the most of new technologies.

This is why the government has created the Canadian Digital Service. Launched in July 2017, the team works with federal departments to build simple-to-use, cyber-secure online services, designed from the client's perspective. This approach takes lessons from similar digital services in Canada and around the world. The team is currently bringing together top talent to solve real problems using agile methods and modern technology. It is working with partners to determine the right digital solutions to better serve Canadians, and to help replicate innovations that work across federal organizations.

Budget 2018 made further investments in digital services at the Canada Revenue Agency and Shared Services Canada.

Getting the message out

Today, Canadians are informed through more channels than ever before. The Public Service has had to reimagine how we provide up-to-date, useful information to the people who need it. We must also engage Canadians on how they would like to receive information. That way, we can improve and adjust our approaches.

After the Government launched the Canada Child Benefit in July 2016, Service Canada's network was able to reach 96% of Canadians. But many Indigenous Peoples on reserve and in the North were not applying for the benefit. Public servants set to work to understand and address barriers to participation. They engaged reserve and northern communities, reaching 8,450 people through over 800 information sessions. As a result of

community feedback, Service Canada launched a series of service pilots in 19 communities that address barriers to participation. This community-driven design of outreach has been adopted as the model for ongoing outreach at Service Canada.

From funding to expert advice, there are hundreds of government services designed to help businesses grow. But entrepreneurs do not always have the time to find the right services to help them innovate. Innovation Canada has designed a digital platform that makes it simple to get "matched" with the best program or service. To develop it, public servants worked directly with businesses and adopted a lean and agile design process. This has already saved many hours for tens of thousands of Canadian businesses. And the platform includes more than just Government of Canada programs. In less than two minutes, businesses can find over a thousand programs and services from across the federal, provincial and territorial governments in Canada.

During hurricanes Irma and Maria, which brought destruction to many parts of the Caribbean, Global Affairs Canada made smart use of technologies to communicate advice to Canadians. The consular team was able to rapidly collect, prepare and send out advice for over 20 destinations using email, text messages, social media accounts and the Travel.gc.ca website. Social media messages pointed Canadians towards key consular resources, shelters and evacuation options. As well, social media served as an alternative method for Canadians to contact government officials. Travel.gc.ca social media messaging received over 4.6 million views throughout the hurricane crises.

In the fall of 2017, Shared Services Canada and Environment and Climate Change Canada worked in partnership to plan and successfully bring online a high-performance computing solution. This supercomputer technology will enable the government to provide more accurate forecasts and warnings of severe weather events like tornadoes and hurricanes. This increases the safety and security of Canadians, and benefits families who rely on accurate weather forecasts. In addition, it provides capacity to support scientific research and modelling of complex weather systems and their effect on the environment. These models are valuable across the economy, including for the health sciences, environmental management, agriculture and transportation sectors.

NO DRONE ZONES

PARKS CANADA MOBILE APP

Parks Canada offered free admission to Canada's national parks in 2017, and provided creative tools to enhance this experience. The app provides information and resources for every stage of a visit, from finding site locations and planning, to discovering hidden gems, to sharing experiences on social media.

BIZAPP

In October 2017, the Canada Revenue Agency launched the first phase of its BizApp, a mobile web application for small business owners and sole proprietors. The app allows users to check their balances owing, view transactions and make payments by pre-authorized debit to corporate, GST/HST, payroll and excise duty accounts.

DRUGS AND NEW TRENDS APP

The Royal Canadian Mounted Police designed a free app to inform users about drugs, their effects and where to find help. The app has proven to be a valuable resource and working tool for law enforcement agencies, addiction workers, educators, and health, social and correctional services personnel. It has evolved to meet the needs of these wider communities, based on today's trends.

Service Data 2016-17

PROCESSED APPLICATIONS

1.54 MILLION
Social Insurance Number applications

2.97 MILLION
Employment Insurance applications

2.7 MILLION
Old Age Security applications and renewals

1.5 MILLION
applications under the Canada Pension Plan

SERVICES TO CANADIANS

64.7 MILLION
visits to Canada.ca

7.02 MILLION
in-person visits to a Service Canada Centre

1.78 MILLION
calls answered through 1-800-O-CANADA

TRAVEL

$30.5 BILLION
in duties and taxes

4.89 MILLION
passports issued

86% of Canadians filed their taxes online, compared to **82%** in the previous year

DELIVERING ON THE GOVERNMENT'S AGENDA

CANADA 150

Public servants have risen to the challenge to deliver the Government's agenda. We have tackled ambitious initiatives with dedication and professionalism. At times, this has meant challenging the conventional ways of doing things and embracing change to find the solutions we need. And in order to get results, we have taken a truly collaborative approach.

Canada 150 provided an opportunity to commemorate our past, celebrate what makes Canada great and create a legacy for our future. Dozens of departments and agencies worked together to deliver over 300 projects and initiatives celebrating Canada 150. We invited visitors to Canada's great national parks and historic sites for free and more people experienced their rich history and heritage than ever before. We delivered celebrations in 18 cities across the country and supported communities to put on their own celebrations. This created extraordinary moments for Canadians and visitors.

Public servants advanced work towards a renewed relationship with Indigenous Peoples based on recognition of rights, respect, cooperation and partnership. This included supporting the work of the Government to engage First Nations, Inuit and Métis partners to create new federal legislation and policies to formalize the recognition of Indigenous Peoples' rights, including the inherent right to self-government and self-determination. Work has also continued under the new permanent bilateral mechanisms with First Nations, Inuit and Métis partners.

Strengthening Trade

Canada has continued to strengthen our economic relationships and opened new market opportunities so that our companies can better compete on the world stage. Public servants supported the Government to bring the *Canada-European Union Comprehensive Economic and Trade Agreement* into force. They are also helping Canadian businesses to take advantage of the opportunities this agreement creates by explaining the agreement during cross-Canada outreach tours.

A team of public servants from across the government supported negotiations on the recently signed *Comprehensive and Progressive Agreement for Trans-Pacific Partnership*. This will create opportunities for Canadian businesses and investors in the large and fast-growing market in the Asia Pacific region. A team of expert negotiators is continuing to advance Canada's interests in the re-negotiation of the *North American Free Trade Agreement*. Negotiators supported the launch of free trade negotiations with the Mercosur trade bloc—Argentina, Brazil, Paraguay and Uruguay—on March 20, 2018.

Supporting Change

Public servants have been coordinating across departments to support the Government's intention to legalize and strictly regulate cannabis. This work includes the development of a regulatory framework, which has been informed by cross-country consultations. We have been taking steps to educate and inform the public about cannabis through digital communications and partnerships, which began shortly before the introduction of the proposed *Cannabis Act* in April 2017. For example, in the fall of 2017, Public Safety Canada launched Don't Drive High, a national, multi-platform marketing campaign to raise awareness among Canadian youth of the risks associated with drug-impaired driving.

To deliver on the Government's commitment to ensuring that federally regulated workplaces are free from harassment and sexual violence, officials worked with stakeholders to identify a path forward. This work informed proposed amendments to the *Canada Labour Code* in Bill C-65. The amendments would update the existing framework for the prevention of harassment and violence in the workplace and extend protections to parliamentary employees.

Recognizing the need for broader culture change on preventing and responding to harassment and violence—as made evident by the #MeToo and Time's Up movements—public service leaders will continue to support the Government's efforts to increase awareness. This includes developing educational materials, training and tools in federally regulated workplaces.

To support the Government in introducing a new environmental assessment process, a number of departments undertook an extensive engagement effort. The team ensured that Canadians had opportunities to provide input each step of the way towards developing an approach and supporting legislation. On February 8, 2018, the Government proposed the *Impact Assessment Act* legislation through Bill C-69. Once enacted, this legislation would change how major natural resource projects are reviewed. The approach would feature early, inclusive and meaningful public engagement and partnerships with Indigenous Peoples. And it would result in timely decisions based on the best available science and Indigenous traditional knowledge.

The Public Service also contributed to significant milestones in advancing the Government's ambitious youth agenda. In February 2018, the Government formally launched a pan-Canadian dialogue with youth to inform the development of the first-ever youth policy for Canada, with ongoing leadership from the Prime Minister's Youth Council. The initial phase of the Canada Service Corps was also launched, with the objective of helping young Canadians gain valuable work and life experience through service opportunities, while providing support to communities across Canada.

Public servants supported the launch of the Canada Infrastructure Bank. This new Crown corporation is an additional tool for provincial, territorial, municipal and Indigenous partners to build more infrastructure across Canada. As an innovative financing tool, the Bank is designed to transform the way infrastructure is planned, funded and delivered in Canada.

A small transition team of public servants laid the groundwork for the launch of Invest in Canada on March 12, 2018. Invest in Canada will promote foreign direct investment into Canada and bring together all levels of government and private sector partners to provide seamless, single-window service to global investors.

Reporting on progress

The Public Service is assisting the Government as it moves toward a more rigorous reporting of implementation milestones and results. We are publicly tracking these efforts through the Canada.ca/results website. Launched in November 2017, this website features 364 commitments across departments and agencies, along with details of the progress made and results achieved.

This data was pulled, in April 2018, from the Mandate Letter Tracker, which allows Canadians to track the Government's actions on its commitments. Visit Canada.ca/results for the most up-to-date information.

Departments are also innovating in how they share information on progress in implementing the Government's priorities. Infrastructure Canada has mapped Investing in Canada projects in communities across the country, making it possible for Canadians to access information on an interactive website. Innovation, Science and Economic Development Canada is reporting and tracking progress achieved through the Innovation and Skills Plan on such priorities as skills development and supporting industry-led innovation through its new interactive results portal.

This represents a step forward in transparency, allowing Canadians to more easily monitor our progress.

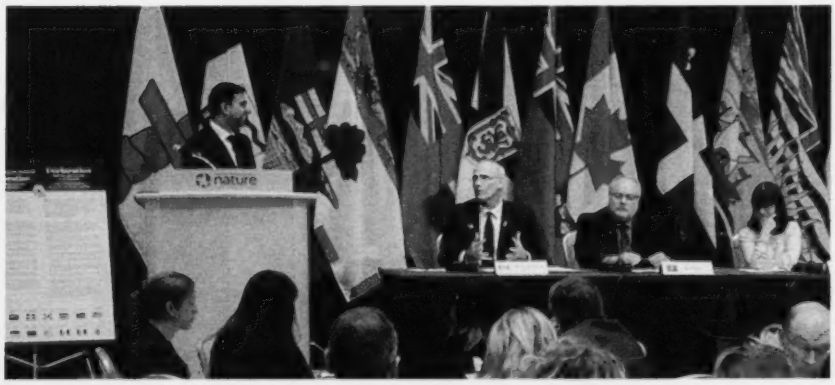
Experimentation

The Government made a commitment to experimentation to deliver results for Canadians.

In support of this commitment, the Public Service has worked to launch the Impact Canada Initiative. This whole-of-government effort will permit experimentation with outcomes-based funding approaches, new partnership models and impact measurement methodologies. The goal is to test new approaches, and to scale up those that deliver improved results.

The Impact Canada Initiative has launched its first flagship program. The Smart Cities Challenge invites communities of all sizes, large and small, from across Canada to come forward with their best ideas to improve the quality of life of their residents through innovation, data and connected technology.

This approach represents a new way of opening up problem solving to innovators who can bring fresh perspectives and new ideas to pressing policy issues. It also represents a shift towards paying for results, such as through prizes and challenges.



I know we cannot do this alone. That is why I was proud to have endorsed the Federal, Provincial and Territorial Declaration on Public Sector Innovation with my provincial and territorial counterparts. We recognized the need to modernize our public services across Canada. By working together, we will seek out and apply new ideas, tools and technologies to complex problems and share knowledge and experiences with one another and with citizens.

Engaging Canadians

Meaningful engagement is the foundation of good policy advice and program design and implementation. I am proud of public servants' work this year to support the Government's commitment to engage in a meaningful way—and to have a constructive dialogue with Canadians, civil society and stakeholders.

We have come a long way in developing the right skills, which has helped us to reach more Canadians than ever before. Many consultations have garnered tens of thousands of submissions, and have reached ten times that amount on social media.

Canada's new defence policy, *Strong, Secure, Engaged*, aims to provide Canada with an agile, multi-purpose combat-ready military operated by highly trained, well-equipped individuals. Public servants supported the

Minister in carrying out the most comprehensive consultations to date by the Department of National Defence and the Canadian Armed Forces. The team invited submissions through an e-workbook, an online discussion platform and through broader discussions of Canada's approach to defence. Almost 20,200 online submissions were received, and over 4,700 participants contributed comments and voted using the online discussion forum. The new defence policy, released in June 2017, is informed by what we heard.

When the Government engages Canadians, we need to ensure that everyone who wants to participate has the opportunity to do so. From June 2016 to February 2017, Accessible Canada supported the Government in realizing the largest and most accessible consultations on disability issues to date. The final report on these consultations was released in July 2017, and was instrumental in the drafting of new accessibility legislation.

The team designed an approach to ensure that the voices and stories of people who face the greatest barriers to accessibility and inclusion would be heard. This meant supporting the Minister in working with disability organizations and national Indigenous organizations across Canada. Over 6,000 Canadians shared their ideas about an accessible Canada with the Minister.

An important step in consultations is reporting back to the public and stakeholders on what we heard and the next steps in the process. In June 2017, the Government launched Canada's new Feminist International Assistance Policy. It built on evidence gathered during consultations that spanned five Canadian cities and 65 countries, and engaged over 15,000 people. The resulting *What We Heard* report is interactive, dynamic and user-friendly. It uses a web-based platform to share information on key themes and to summarize input. This raises the bar for communicating the results of consultations to the public openly and creatively.

Statistics on the Feminist International Assistance Policy

$1.5 BILLION
National Oceans Protection Plan

Public servants are supporting the Government's commitment to a collaborative approach with Indigenous communities to develop, design and deliver programs.

When the Government launched the Oceans Protection Plan—a $1.5 billion national initiative to improve marine safety and protect Canada's coasts—it committed to partner with Indigenous and coastal communities to develop a world-leading marine safety system. For example, on the West Coast, public servants across a number of departments have been working together with British Columbia First Nations, coastal communities and marine stakeholders to implement the plan. This has included ongoing dialogue

Indigenous Peoples and coastal communities should have a seat at the decision-making table. This makes practical sense. Indigenous Peoples along the coasts have valuable traditional and local knowledge.

— Yvette Myers, Transport Canada

forums and Indigenous workshops to discuss partnering on emergency response planning, protecting ecosystems and managing local marine vessel traffic. Ongoing meetings are also taking place where public servants and First Nations have developed the agenda together. This approach is providing citizens with more frequent opportunities to help shape the policies that affect them.

Recognizing the need to build engagement skills and capacity, a team from the Community of Federal Regulators designed and delivered a boot camp. This was truly a grassroots effort. Volunteers from 14 government departments and agencies developed a one-day training session on public engagement fundamentals. The course was delivered in eight sessions across the country, and train-the-trainer sessions helped build the skills of participants to support ongoing delivery. The team has shared all of the content used for the creation of the boot camps on GCpedia, ensuring that others can continue to profit from this initiative. This initiative demonstrates how leadership occurs at many levels of our organization, helping us evolve in how we work.

Open Government

Open government is about making government information and data available to citizens and business. It increases transparency and accountability, and strengthens democracy. And it builds public trust and, ultimately, creates better outcomes for Canadians.

Canada is a world leader in open government. The Open Government Partnership, a global multilateral initiative with more than 70 member countries, recently elected Canada as its new co-chair for 2018-19. Through the Partnership, governments make concrete commitments and plans to harness new technologies to promote transparency, empower citizens, fight corruption and strengthen governance.

And our commitment to focus on open government, user needs and to sharing and learning has earned Canada a place at the table with the Digital 7. In February 2018, Canada joined leading digital nations in a mission to harness digital technology for the benefit of citizens. We will be working with partners on our collective mission to advance digital principles and practices, identify how to improve service delivery, and champion our respective growing digital economies.

But the commitment to openness starts at home. The Public Service is strengthening the foundation for collaboration between government and citizens. It is working in the open, and putting information, data, research and analysis online. Over 60 departments and agencies are publicly releasing data, research and analysis. This strengthens the foundation for collaboration between government and citizens.

For example, InfoBase is an online tool that allows citizens to understand government spending. Citizens can find and analyze financial information about how government departments plan and spend their budgets. This helps citizens to better understand the complex world of government finance. It also brings greater transparency and accountability.

Embracing open government supports a shift towards an "open by default" approach. This means that federal government content is made publicly accessible, except where security or privacy is at play. We are increasingly providing Canadians with access to federal government information and data that are accessible, simple and reusable. This empowers Canadians to decide how they want to use information and data. That means universal access—whether by the public sector, business, academia or individuals.

So what does this look like in practice? In summer 2017, four government departments experimented with increasing transparency, giving Canadians a backstage pass to their work. Canadian Heritage, Environment and Climate Change Canada, Natural Resources Canada and Treasury Board of Canada Secretariat made available a sample of research and planning documents to the public as they were being created on the Open by Default Portal. For the first time, public researchers, businesses and curious citizens could access some of the raw materials used in government decision-making. In doing so, they could collaborate with their government as work was taking place.

The Treasury Board of Canada Secretariat and Public Services and Procurement Canada leveraged this new Open by Default Portal to run an agile procurement pilot. The team was able to run a process to buy digital services that was quick, open and competitive.

In an out-of-this-world example of open data in action, the Canadian Space Agency gave Canadian innovators a challenge: develop an original "Space App" using Canadian space datasets. This was the first time the Canadian Space Agency participated in the NASA-organized Space Apps Challenge hackathon, with Canada-specific data and challenges.

Exceeding all expectations, a three-person team of engineering and math students from the University of Waterloo developed an algorithm that will allow scientists and experts to conduct searches of the data from the very first Canadian satellite, Alouette-1.

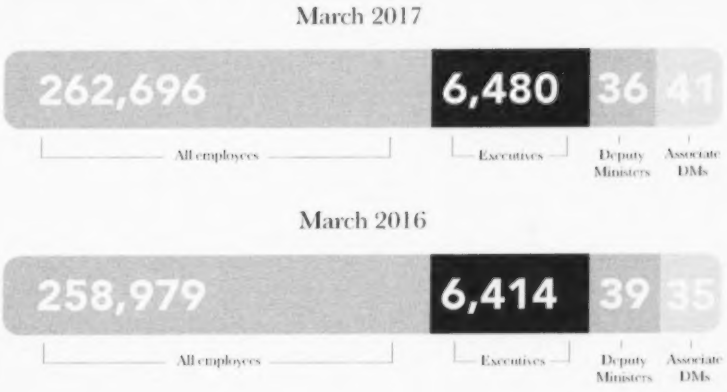
A second team of open data enthusiasts from Ottawa suggested an excellent concept for a user-friendly interface for accessing simulated data from Canada's RADARSAT Constellation Mission scheduled for launch later this year.

A seven-year-old girl from Toronto used images from the Canadian RADARSAT-2 satellite to create digital mosaics to raise awareness about the usefulness of satellites.

And using data from back on earth, a Statistics Canada team launched a pilot project to use crowdsourcing to map non-residential buildings. The pilot called on local residents to use their knowledge of their neighbourhoods to enter data into OpenStreetMap. The pilot was a success, and the team is now ready to map the whole of Canada as part of the community-led Building Canada 2020 initiative. This information will provide us with new opportunities for analysis in city and social planning across Canada. It will also teach us about the possibilities of crowdsourcing.

A demographic profile of the Federal Public Service

NUMBER OF EMPLOYEES



EMPLOYEE TYPES

MOBILITY IN THE CORE PUBLIC ADMINISTRATION

New indeterminate employees

2016-17	11,085
2015-16	7,698
2014-15	6,093

Retirements and departures

2016-17	9,500
2015-16	9,554
2014-15	9,737

Due to delays in obtaining data from the pay system, Employment Equity data and data on promotions and lateral and downward transfers are currently not available for 2016-17. Supplementary demographic information is available at http://www.canada.ca/en/treasury-board-secretariat/services/innovation/human-resources-statistics/demographic-snapshot-federal-public-service-2017.html

The information provided is for the Federal Public Service (FPS), which refers to the Core Public Administration—departments and agencies for which the Treasury Board is the employer—and separate agencies (principally the Canada Revenue Agency, Parks Canada, the Canadian Food Inspection Agency and National Research Council Canada). Data are primarily provided by the Office of the Chief Human Resources Officer.

Employee types includes all employment tenures, active employees only (i.e., employees on leave without pay are excluded), and it is based on effective employment classification (i.e., acting appointments included). The variance between the total FPS included in the Employee Types table and the total included in the Number of Employees table is explained by the fact that total FPS by "tenure" excludes those with missing tenure information.

2016-17 retirement and departure figures are preliminary estimates.

AGE DISTRIBUTION OF PUBLIC SERVANTS

March 2017

March 2016

AGE DISTRIBUTION OF NEW INDETERMINATE HIRES

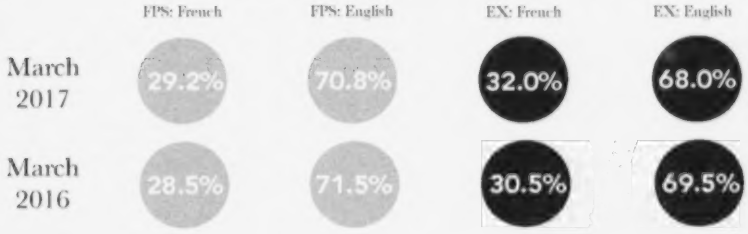
2016-2017

Total new hires: 11,085

2015-2016

Total new hires: 7,698

FIRST OFFICIAL LANGUAGE



AVERAGE AGE OF PUBLIC SERVANTS

	March 2017	March 2016
Deputy Ministers	56.7	58.5
Associate DMs	54.4	54.6
EX-04s to EX-05s	53.8	54.2
EX-01s to EX-03s	50.0	50.0
Executives	50.2	50.3
Federal Public Servants	44.9	45.0

YEARS OF EXPERIENCE

	March 2017	March 2016
0-4 years	11.9%	10.4%
5-14 years	49.3%	48.2%
15-24 years	25.2%	24.6%
25+ years	13.6%	16.8%

Data on age distribution include all employment tenures, active employees only (i.e., employees on leave without pay are excluded), and it is based on effective employment classification (i.e., acting appointments included).

Data on new indeterminate hires include indeterminate hiring from the general public, terms, casuals and students and from separate agencies.

Data on years of experience include indeterminate employees only (i.e., active employees and employees on leave without pay), and excludes those without valid pension information. There were a higher number of employees without valid pension service information in March 2017 compared to March 2016.

PUBLIC SERVICE RENEWAL

Last year, I invited public servants across the country to help us make progress towards public service renewal across these priorities:

Attract and retain a diverse and inclusive workforce

Remain committed to mental health and workplace well-being

Equip ourselves with modern tools, processes and organizational structures

I also asked that we measure how well we are working and the outcomes we are achieving, so we can gauge our progress, learn and adapt.

I received hundreds of stories of renewal from departments and agencies, communities and individuals. These stories demonstrate that innovation in the Public Service is more valued and supported than ever before.

In the 2017 Public Service Employee Survey, 67% of public servants indicated that they are encouraged to be innovative or take initiative in their work, up from 63% in 2014. The combination of efforts at the system-wide, departmental, team and individual levels is making a real difference.

We need to take the time to learn from one another's efforts. If something has worked well, we need to look at whether it can be implemented across the Public Service or adapted to suit department-specific needs. Where we are falling short, we will benefit from the contributions of inquisitive public servants at all levels in finding better ways to do things.

67% of public servants report that they are encouraged to be innovative or to take initiative in their work

2017 Public Service Employee Survey

Attracting and retaining a diverse and inclusive workforce

Our ability to serve the Government and Canadians, and to tackle the challenges of tomorrow, demands diverse ways of thinking. To be our most innovative and productive, we must bring together teams that represent diverse identities, cultures, skills, perspectives and experiences. Diversity also helps us to better understand the needs of the citizens and communities we serve. This helps us build better programs and services that meet the needs of Canadians.

We have made great strides towards achieving greater representation in our workforce. The representation of women, Indigenous Peoples, persons with disabilities and visible minorities exceeds estimates of their availability in the workforce.

In 2017, Global Government Forum ranked Canada first in its Women Leaders Index. The Index looks at the proportion of women occupying senior public service leadership positions across the federal government in each of the G20 countries. I do not consider it a coincidence that our public service ranked so well on both effectiveness and women-in-leadership indexes. Inclusion makes us both stronger and more effective.

2018

CANADA'S TOP 100 EMPLOYERS

- Canada Revenue Agency
- Canadian Heritage
- Treasury Board of Canada Secretariat
- National Energy Board

FORBES' LIST OF CANADA'S BEST EMPLOYERS

- Parks Canada
- Fisheries and Oceans Canada
- Immigration, Refugees and Citizenship Canada
- Department of Justice
- Environment and Climate Change Canada
- Statistics Canada
- Canada Border Services Agency

We know that important gaps persist. For example, persons with disabilities are under-represented in the technical and operational categories, and overall representation in the Public Service has decreased over the past 10 years. Indigenous Peoples remain under-represented in executive positions, and their promotion rate remains lower than those for the Public Service overall. As we dig deeper, there are persistent gender imbalances in some of our occupational groups that we need to address.

While meeting targets for representation is a step in the right direction, achieving diversity is not about checking a box. True inclusion takes a workplace culture where employees take action to make the most of diverse ways of thinking and looking at problems. Let me be clear—we must ensure that no voices are left out and no talent is left behind. Diversity and inclusion go together.

On November 28, 2017, the Government delivered a long-awaited apology to lesbian, gay, bisexual, transgender, queer, and two-spirit (LGBTQ2) Canadians, their loved ones, families and communities. The apology captured Canada's collective promise to do better.

We are moving away from traditional ways of doing things on diversity … moving away from numbers, quotas, targets and making it more about inclusion and respect and how they're all linked.

— Deggen God, Canadian Food Inspection Agency

At that time, I also offered an apology to the public servants who suffered because of this injustice. For many LGBTQ2 public servants, our workplaces were not safe or welcoming. During this chapter of our history as an employer—from the 1950s to the 1990s—LGBTQ2 public servants were singled out. This often limited or ended their careers. We will do everything possible to ensure that this never happens again.

This past year, we started a dialogue with public servants about the barriers they face, and changes that would make a meaningful difference to their experience in the workplace. We spoke to the people most affected when we do not get it right on diversity issues.

A task force on diversity and inclusion in the Public Service, comprising both employer and bargaining agent representatives, examined how to strengthen diversity and inclusion in the government. They heard from over 13,000 public servants across the country about the barriers they face and their aspirations to fully contribute to the work of the Public Service. This input informed a final report with wide-ranging recommendations to support a more robust, deliberate and sustainable process of culture change. The task force aims to achieve a diverse, welcoming and inclusive workplace where all employees can thrive.

In addition to this work, we engaged specific communities of public servants on their unique challenges:

- The Interdepartmental Circles on Indigenous Representation brought together many voices from across the Public Service. Together, they developed a strategy with concrete actions to improve Indigenous representation and inclusion.
- The Persons with Disabilities Champions and Chairs Committee consulted participants from 27 different organizations. Their aim was to develop an action plan for a federal accessibility strategy towards becoming a world leader in public service accessibility.

2018

CANADA'S BEST DIVERSITY EMPLOYERS

Agriculture and Agri-Food Canada

Employment and Social Development Canada

Health Canada

Public Services and Procurement Canada

- A Deputy Minister Steering Committee consulted with public servants across Canada to better understand the new challenges of bilingualism in the 21st century and to provide recommendations to address them.

Many thousands of public servants contributed their ideas, best practices, hopes and concerns. Now, with a number of recommendations before us, the task ahead is a challenging but important one. The input from public servants will help shape our approach, and put us on a new path towards achieving our ambitions.

Budget 2018 proposed new investments that will contribute to this effort. A proposed Public Service Centre on Diversity, Inclusion and Wellness, housed within the Treasury Board of Canada Secretariat, would support departments and agencies in creating safe, healthy, diverse and inclusive workplaces.

Recruitment and advancement

Building an inclusive workforce starts with recruitment. When done right, recruitment can act as an accelerant to bring about change.

A number of departments are trying different ways to raise awareness of job opportunities and to attract diverse talent. This targets both those entering the Public Service upon completion of their education, and those looking for opportunities to serve mid-career. Departments are also providing opportunities for talented employees to develop skills to become the leaders of tomorrow.

Public Safety Canada has launched a pilot one-week internship for female high school students. It gives them the opportunity to tour public safety and security organizations and experience their day-to-day operations. Students learn about career options from women who are leaders in these fields.

At the Communications Security Establishment, women comprise 20% of employees in science, technology, engineering and mathematics (STEM) jobs. To inspire early interest among young women in these fields, it sponsored Canada's largest all-girl hackathon "HackerGal."

National Defence is using multi-disciplinary research to better understand the complex social factors that impact a woman's decision to pursue a career in the Canadian Armed Forces. They are now looking at applying recommendations based on this research to help increase the number of women in the Canadian Armed Forces to 25% by 2026, a commitment in Canada's new defence policy.

At Crown-Indigenous Relations and Northern Affairs Canada and Indigenous Services Canada, Indigenous student ambassadors reach out to Indigenous students in learning institutions and communities to showcase the departments as employers of choice. The ambassadors promote student hiring programs and assist candidates with the application process.

Public Services and Procurement Canada identified a need to support Indigenous Peoples, members of a visible minority and persons with disabilities to improve their second language skills. Its second language scholarship pilot program strives to eliminate barriers to career advancement by offering full-time individual language training to employees who show a high level of performance and potential.

Inuit employees continue to be under-represented in the Federal Public Service in Nunavut, particularly at the management level. Enter Pilimmaksaivik, a new federal centre of excellence for Inuit employment in Nunavut. The small but mighty Iqaluit-based team has brought together local staff and partners to provide Inuit career advancement opportunities that are mindful of Inuit culture and heritage. In 2017-18, Pilimmaksaivik delivered the first-ever, dedicated Inuit leadership training program to 20 participants. The centre is also supporting three Inuit federal employees to attend law school in Nunavut and will offer them full-time legal positions in the Public Service upon completion.

A multi-generational workforce

The Public Service brings together multiple generations representing a diversity of perspectives and experiences. It is our imperative to make the most of what each generation brings to the workplace.

There is an urgency to this work. The portion of our workforce over the age of 54 has grown to 20.4%, compared to only 15.9% in 2007. We are undergoing a transformation of our workforce. It will demand that we transfer wisdom, skills and ideas between generations.

There is no one tool or answer. We will need a combination of formal and informal mentorship programs, as well as tools that allow people in the same professional community, or those who are tackling the same issues, to connect and transfer knowledge.

We also need to think beyond the traditional public servant career path, where recent graduates would start their careers and then stay until retirement. This means supporting public servants who want to gain experience in the private or non-governmental sectors through interchange programs. And it means valuing their experiences when they return. It also means bringing in new talent mid-career to benefit from their diverse expertise and skills.

This will not only provide diverse development opportunities. Public servants will also bring back different ways of thinking, and a better understanding of the organizations that count on our policies, programs and services.

2018

CANADA'S TOP EMPLOYERS FOR YOUNG PEOPLE

Department of Finance Canada

Department of Fisheries and Oceans and the Canadian Coast Guard

Communications Security Establishment

Health Canada

The student experience

Students represent the future of the Public Service. They bring the new ideas, new skills and new ways of collaborating that are needed to be successful in the future.

As Canada's largest employer, and in the face of generational change, we must be competitive in attracting bright and committed young Canadians. And we must ensure that students have positive early experiences so that they will want to return for a career in the Public Service. We also want them to share their experiences with others.

This is why in 2017, I asked my deputy minister colleagues to sign a pledge to improve the student experience. We committed to:

- support student onboarding
- undertake a timely hiring process
- welcome students through orientation sessions
- provide meaningful work that allows students to learn and contribute to the objectives of the organization

How do we know if these efforts have made a difference? At the end of the summer session, we launched our first-ever national survey to ask our students to rate their work experiences. Over 5,300 students from 76 organizations responded.

I was thrilled that 92% reported a positive work experience and 83% said they would recommend a career in the Public Service to other students. And more than three in four would seek a career for themselves in the Public Service. We also learned of areas where we can do better, such as ensuring that students with disabilities have accommodations in place to reach their potential from day one.

These results show that we are on the right track, and will help guide our approach to recruiting and retaining students. Based on the feedback we heard from students, we have updated and renewed the pledge for 2018.

Departments have told me about the work under way to bolster student recruitment. They want students to have experiences that will motivate them to return to the Public Service. I am impressed by these efforts.

Agriculture and Agri-Food Canada's SPROUT team—made up of employees who started their careers as students—brings together the hundreds of students that are employed by the department each year. SPROUT hosts orientation sessions at the beginning of each

Increased Student Hiring Year on Year

2014 -15	2015 -16	2016 -17
11,146	11,848	12,259
	▲ +102	▲ +411

In the Federal Public Service, there is room for you to follow your passions and have a very enriching career.

— Rachel, student at Innovation, Science, and Economic Development Canada

work term. The sessions provide students with information about the workplace and create an early opportunity to build mentoring and social networks.

Fisheries and Oceans Canada and the Canadian Coast Guard launched a new program to match over 550 students with 58 "ambassadors" across the country. Ambassadors welcomed students prior to their arrival and helped them to settle into their new workplace. They also provided opportunities for students to meet one another and network.

Breaking down workplace barriers

The Public Service has a duty to create and maintain an inclusive, barrier-free work environment. This means that all persons have equal access to opportunities, appointments are based on merit, and employees feel included and valued. This is not only a minimum requirement, but an opportunity to set free the full potential of each and every employee.

I am inspired by the work of small groups of public servants who are making a real difference on accessibility issues.

The Workplace Breaking Barriers Challenge invites departments and employees to apply "Inclusive by Design" and "Accessible by Default" principles to the workplace. Through the Challenge, employees shared their stories and ideas for solutions. These stories are captured in an accessible Testimonials Collection and in panel discussions at the 2017 Government of Canada Innovation Fair.

The result is an important employee engagement tool that invites conversation between public servants about persistent barriers and potential solutions.

For example, Pamela Warburton from Agriculture and Agri-Food Canada shared how her department hosted its first fully inclusive event to celebrate its Diversity and Inclusiveness Month. A panel discussion on the benefits of a representative workforce demonstrated "Accessible by Default" in action. It featured bilingual presentations with simultaneous translation, sign language and real-time captioning in both official languages.

Some departments are creating dedicated teams to make the workplace more accessible. Employment and Social Development Canada has an Accessibility Centre of Excellence, which supports employees and hiring managers in all-things accessibility. The team raises awareness and provides training on accommodation responsibilities. It maintains a wide supply of adaptive technologies that employees can borrow and try before they choose a long-term solution that best suits their needs. The Centre also

My view is that normalizing conversations about disability and accessibility can foster change in our public service culture and lead to better experiences for all employees. Understanding can allay fear, knowledge can empower, and discussion can unite.

— Ayshe Calisal, Employment and Social Development Canada

gives advice on developing accessible solutions for individual employees, provides compliance assessment services and develops approaches to ensure information technology accessibility.

Health Canada has taken an action-oriented approach to creating a more inclusive workplace culture. Its persons with disabilities network invited employees with disabilities to write anonymous letters describing their lived experiences. The letters told compelling, often poignant, stories about difficulties individuals face at work. Based on these letters and further consultations, the team identified critical areas for improvement and developed an action plan. This includes a streamlined process for those requiring accommodations, returning to the workplace or needing support. Other actions will strengthen equity in employment and career advancement, promotion and retention, as well as help improve the lived experiences of persons with disabilities at Health Canada.

Other departments and individuals are using technology to find creative solutions to overcome barriers to accessibility. Ellen Creighton, an employee at Innovation, Science and Economic Development Canada, wanted to welcome and better acquaint her new colleague, Jason Dunkerley, with the office. Jason —who has a visual impairment—happens to be a five-time medalist for Canada in Paralympic Games. Ellen created a tactile map to help Jason find his way around the workplace. Ellen and Jason then worked with Erik Sherwood of the National Research Council Canada to explore how 3D printing can be used to develop a prototype map, and to explore applications for similar 3D maps in other public buildings.

Reconciliation

The Truth and Reconciliation Commission's final report in 2015 included 94 calls to action. One of them was a call for government to provide education to public servants on the history of Indigenous Peoples. I have heard stories from all corners about how public servants are taking up this call.

Agriculture and Agri-Food Canada established an Indigenous Support and Awareness Office. The Office supports department-wide efforts to advance reconciliation through Indigenous-led participation in agriculture. It offers a training program to employees to increase knowledge and awareness of Indigenous cultures and histories. Participants gain a better understanding

of the unique barriers and opportunities that exist for indigenous agriculture in Canada. The department has hired a First Nations Elder, Mervin Traverse, to guide this work. In addition to acting as the primary liaison with Indigenous communities, he delivers awareness sessions to employees across the country.

The Canada School of Public Service has launched an Indigenous Learning Series. To date, it has reached over 3,900 registered learners and had over 4,800 views of educational videos. Courses and events are offered across the country and focus on reconciliation through awareness, conversations with Indigenous employees and leaders, and the history of Indigenous Peoples, among other themes and topics.

Many public servants personally took the Truth and Reconciliation Commission's call to heart. They have led by example and, without intending to, become role models.

Jolene Saulis Dione is a proud Maliseet woman from Tobique First Nation. She works as a policy analyst and trainer in the newly formed Reconciliation Team at Canadian Heritage. A trained educator, Jolene is creating a training strategy for the department. She is developing the curriculum and delivering the training to her colleagues. In creating safe spaces for people to learn and share, Jolene is helping her department to take a meaningful step towards reconciliation.

In my Maliseet language, there is no word for reconciliation. However, there is a word for forgiveness (Unheltiwin) which Elders tell us is the first step in any reconciliation process or healing journey.

— Jolene Saulis Dione, Canadian Heritage

Mental health and workplace well-being

The health and wellness of the Public Service are vital to the success of our organization and our ability to serve. We are at our best when we feel respected, supported and safe, and our minds and bodies are healthy.

Significant, meaningful work is under way at the organizational and team levels to ensure that our workplaces are healthy. The Joint Task Force on Mental Health counts union representatives and public servants among its members. It is supporting efforts to create a culture that enshrines psychological health, safety and well-being in all aspects of the workplace through collaboration, inclusivity and respect.

This past year, the Task Force reached out to stakeholders. It wanted to learn about promising practices for establishing and maintaining a psychological

health and safety system, and to identify where gaps remain. The resulting guide provides a roadmap to help departments identify and assess workplace hazards that can affect the psychological health and safety of employees. Departments have used this tool to move from consultations and planning, to implementing their own strategies.

Departments have been strengthening their organizational support systems for mental health in collaboration with their mental health and wellness champions. They have been promoting culture change to instill a psychologically healthy, safe and civil workplace. Several departments have implemented an ombudsperson model. This establishes a safe space where employees can feel free to raise concerns and seek help when they need to.

A number of departments have also created toolkits that provide organizations, managers and employees with practical information and actions to create a psychologically healthy, safe and civil workplace. Some of these resources are featured on the newly launched repository of the Centre of Expertise on Mental Health in the Workplace. And employees have embraced the opportunity to participate in town halls, workshops and panel discussions where they learn from their colleagues about their lived experiences with mental health, and about the importance of breaking down stigma.

A number of supports are available to public servants government-wide. For example, the Federal Informal Conflict Management System Network is an expert team of close to 200 practitioners who serve clients facing challenging workplace issues. The Network's goal is to improve the workplace, one conversation at a time. Every year, it provides nearly 7,000 consultations, coaching, mediation and group intervention services, and 1,700 conflict management training and awareness sessions to employees and management. Each internal service is designed to strengthen resiliency and improve interpersonal communication skills. The aim is to have a workforce rooted in respect, health and inclusion.

Individual employees have taken it upon themselves to change the workplace culture around mental health issues. In 2015, Todd Lyons, a federal public servant, created a podcast to explore the human side of the Government of Canada. He brings the diverse perspectives of public servants to his audience, with a focus on experiences we rarely talk about. Todd has created a space where fellow public servants feel safe to open up about their personal and professional journeys with mental illness. These conversations take bravery, but the shared stories help increase our understanding, compassion and awareness of how we can support one another.

There's a rein holding all of us back. It's worth taking this risk to start the conversation on mental health.

— Todd Lyons, Natural Resources Canada

Patricia Doiron, a recently retired employee of Veterans Affairs Canada, has spoken openly with others about her journey with mental illness. In the depths of her struggle, she made a commitment that when she recovered she would be a source of encouragement and hope to others. Her in-person delivery of self-care workshops across Veterans Affairs Canada has had far-reaching impacts. More than 600 employees in 40+ locations benefited from Patricia's lived experience. They had the opportunity to listen, reflect and interact with others to learn more about the different aspects of mental health, stigma and self-care.

Tackling harassment and discrimination

The recent media attention to systemic harassment in the workplace—and the #MeToo and Time's Up movements—have highlighted a deeply troubling and pervasive societal issue.

The Public Service is not immune. We must continue to be vigilant against this type of behaviour. As the Head of the Public Service, I am seized with this issue. And I am resolved in my commitment to ensure that all employees feel respected and safe to come forward if they feel they have been a victim of harassment.

The Treasury Board's Policy on Harassment Prevention and Resolution articulates our commitment to ensuring that employees have access to an effective, timely and confidential informal or formal harassment resolution process without fear of reprisal.

This framework would be strengthened under the provisions in Bill C-65. Once implemented, these provisions would allow victims of harassment who feel that the process has been ineffective to appeal to the Canada Industrial Relations Board.

Organizations have also put in place practical resources and tools to respond to harassment and to support employees. But we understand that sometimes the path for an employee to get help is not clear. We are working to make our recourse processes more accessible and easier to understand.

If an employee of the Public Service feels they have been a victim of harassment, I implore them to reach out to a trusted supervisor, colleague or departmental advisor, a conflict resolution practitioner, their employee assistance program or a union representative. There are experts available to offer support.

It is critical—but not sufficient—to have appropriate policies and resources in place. We must create respectful workplaces where inappropriate behaviours are never tolerated.

To this end, I have launched a Task Team to spearhead a targeted review of our culture, our harassment framework and areas where we can better support employees.

Modern tools, processes and organizational structures

43%

of public servants feel that the quality of their work suffers because of too many approval stages

2017 Public Service Employee Survey

Canada has the most effective public service in the world. It is made up of individuals who are committed to making a difference to their communities and their country. We have to support them and give them the tools, the workspaces and the decision-making structures to do their jobs.

We need to fully unleash the talent and creativity of our workforce. To do so, we must continue to build processes that are efficient and minimize the number of approval stages and unproductive rules. We must ensure that our approaches make good practical sense, but also build a culture of intelligent risk-taking.

Public service leaders must embrace new ways of organizing teams and move towards more flexible organizational structures. We have had some success at accomplishing this on a project-by-project basis. We need to have the systems and culture in place to make this easy to scale up across the Public Service.

This will always be an ongoing exercise that requires all public servants to find better ways of doing things.

Hacking the hierarchy

The best ideas for change often come from the people who are closest to those we serve. They live with the consequences of overly burdensome processes every single day. Leadership in coming up with ways to be innovative can happen at any level. We need to listen to employees' ideas for improvement, and support them when they find better ways of doing things.

Amanda Bloom, Stephanie Percival and Julie Crabtree are three public servants who were empowered to grow an initiative into a movement. The idea was simple. Take Me with You, first launched at Natural Resources Canada, encourages managers and peers to bring employees with them to meetings. This allows employees to gain insight into how priorities are set and decisions are made. The organization benefits from hearing the perspectives and insights of their employees. But more than that, it encourages development and inclusion within an organization. When departments embrace Take Me with You, it increasingly becomes the practice to have employees present and engaged in the rooms where decisions are taken.

Take Me with You has given young professionals an opportunity to develop and to connect with senior leaders. It has promoted and increased positive relationships between senior and junior employees. It allows an organic transfer of knowledge and provides leaders with easily accessible feedback.

— Elissa Dodd, Canada Revenue Agency

@LeadersGC is an open-by-default initiative born at the grassroots level. A team of dedicated volunteers from across the country holds monthly Twitter chats and live events so that public servants can interact directly with senior leaders. Public servants are invited to share their views, ideas and questions on topical policy issues. These range from mental health to diversity, from reconciliation to workspace and digital modernization. The result? @LeadersGC has created a growing and passionate community of public servants who are participating in dynamic conversations and building networks that span the country.

On GCTools, public servants are connecting through dynamic online communities to address workplace and renewal issues, such as mental health, digital government and career development. Discussions on GCconnex surged by 38% in 2017, and public servants are exploring how they can use GCcollab to work with academics, provinces and citizens on projects.

GCTools

Your knowledge at work

The Atlantic National Managers' Community has built relationships with public service managers from across all four Atlantic provinces. They listen to their needs and respond with initiatives that target their interests. When the Community heard that managers wanted an event to discuss hot topics and to exchange ideas on tackling common challenges, they partnered with the Canada School of Public Service to develop a series of learning days. They were able to equip managers with tools on topics ranging from engagement to mental health and wellness in the workplace. These learning events—for managers, by managers—are now being rolled out across the country.

I am impressed by what entrepreneurial public servants have been able to accomplish. And I am pleased that they have done so with the support of champions and managers who empower them to pursue good ideas. This ingenuity and passion should be encouraged, valued and celebrated.

Human resources hack

We need to be able to smoothly put together teams that are multi-disciplinary and cut across organizations to solve a common problem. This means being more nimble and shape shifting. To do so, we must look beyond our traditional boundaries to move talent between departments. This puts us in a better position to tackle some of our toughest challenges.

A number of teams within the government have been experimenting with increased agility and mobility:

CANADA BEYOND 150

Canada Beyond 150 was co- delivered by Policy Horizons Canada and the Privy Council Office. Over the 10 months of the project, about 80 new public servants devoted one day per week to learning new approaches, including foresight methods, design thinking and best practices for engagement. It has provided leadership and skills development for a diverse group of participants, and served as a test kitchen for new approaches, and will help drive a culture shift to a more open and innovative public service.

NATIONAL RESOURCES CANADA'S INNOVATION HUB

Natural Resources Canada's Innovation Hub has designed and launched a cloud-based staffing model in order to reduce barriers to matching talent to business needs. As free agents, these public servants have the freedom to choose projects and assignments that match their skills and interests, and are available for rapid deployment across the entire federal government. As of March 2018, three departments are hosting free agent programs.

FELLOWSHIP PROGRAM

The Privy Council Office's Impact and Innovation Unit has launched a fellowship program to recruit experts to apply new approaches to priority projects. Fellows work with departments and agencies and provide advice in the areas of impact investing, impact measurement, behavioural insights and data science.

POLICY AND PROGRAM ENTREPRENEURS

The new Deputy Ministers' Task Force on Public Sector Innovation has welcomed the first cohort of Policy and Program Entrepreneurs to help unlock talent in the Public Service. These entrepreneurs will spend one year tackling cross-cutting priority projects, with the aim of accelerating transformative approaches to how programs are delivered.

Modern tools for results

When the government launched Workplace 2.0 in 2012, it set out to create modern workplaces that change the way we work. By putting in place open, flexible office spaces, and new mobility and digital tools, we were seeking to promote the ability to work anywhere, anytime, and with anyone.

I am convinced that these goals were the right ones. But I have also heard from public servants that we have fallen short on what we set out to do. Too much valuable space was dedicated to storing records, and not enough to collaborative work. It did not address the needs of the many public servants who are on the road on any given day. The majority of our employees still lack the combination of portable computers, Wi-Fi and videoconferencing capability that would allow for a more connected, collaborative way of working.

Our approach to workplace design has not worked for everyone. In the future, workplaces will be developed with public servants. We will engage employees on design solutions that make sense for how they work, and that support employee productivity and health.

A number of teams across the government already have a head start. They are using the opportunity created by moves into new office spaces to design a workplace that best meets their needs.

When Status of Women Canada created a new regional hub in Edmonton, Alberta, the team was fully engaged in creating an office with efficiency and connectivity in mind. The office was designed to be paperless from the outset, and makes full use of laptops, smartphones, Wi-Fi and software. These tools make it easier to collaborate, regardless of a person's location. Employees can connect with one another and with clients across four provinces and two territories. The team is continually piloting new ideas. And they are always looking at additional changes—like shared virtual workspaces—to ensure that the office evolves to meet their needs.

When Canadian Heritage's Toronto, Ontario, office moved to a new downtown location, it sought the input of staff on how they wanted to work, now and in the future. Their vision? A modernized, agile workspace where employees are no longer tied to their desks. Today, 65% of employees do not have assigned work stations. They can move and work freely around the office according to their needs. This flexible approach is made possible by Wi-Fi, mobile phones and laptops. Flexible workstations, quiet zones and collaboration spaces take into consideration different tasks and working styles.

The office supports flexibility and encourages new ways of working with clients and colleagues. An added impact is that the accompanying clean desk policy has minimized paper use. The move has been a learning experience—one year in, the team is still adapting to the change. They consider the office to be as dynamic as the employees working there. And they continue to learn, incorporate feedback and adapt together.

Digital Business Processes

Across the Public Service, departments and agencies are streamlining processes, reducing waste and increasing information sharing.

THE CANADIAN FOOD INSPECTION AGENCY'S LONGUEUIL, QUEBEC LABORATORY

Employees transformed the information management system.

This resulted in a

94%

reduction in paper consumption for files for analysis, and increased ease and speed of searching for information

THE CANADIAN SECURITY INTELLIGENCE SERVICE

digitized over

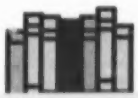
22 million

images

AND FREED UP APPROXIMATELY

1.6 km

OF SHELF SPACE



WESTERN ECONOMIC DIVERSIFICATION CANADA

90% of employees have tablets or laptops and all workspaces have Wi-Fi access

Documents are signed electronically and the central registry no longer accepts paper records

This approach has streamlined approval processes and reduced paper use by **60%**

Digitization extends to streamlined business processes for Cabinet and Cabinet committees. The Public Service now provides the majority of documents to Cabinet members on tablets. This has enhanced document security, made files more accessible, and increased convenience for Ministers. It has also reduced the environmental footprint by 90% annually, which is equivalent to the height of two Peace Towers.

Continuous learning matters in the Public Service. The Canada School of Public Service has modernized and digitized its learning delivery through the development of GCcampus. This has led to increased reach from 78,000 learners before the digital transformation to a peak of 159,000. At the same time, more public servants have reported they were able to apply their learning on the job and satisfaction levels have increased.

LOOKING TO THE FUTURE

A public service that serves a dynamic country like Canada must constantly adapt and adjust to meet the needs of Canadians. This is what renewal is all about—ongoing self-reflection and change to ensure that we are positioned to support the Government and serve Canadians now and into the future.

In 2013, when Blueprint first launched, the year 2020 seemed far away. And indeed, we set our sights high to define public service excellence and to take concrete steps to get us there.

Blueprint 2020 gave us a roadmap to renewal. In my last report, I committed to looking at how far we have come. We have been measuring our progress towards public service renewal, drawing from public service employee surveys and data on our workforce and the tools we are using.

The data speaks for itself: we are on the right path and have achieved a great deal in a short period of time. We have undertaken unprecedented engagement with public servants from across the country and around the world. We have become more innovative and collaborative, and have broken down silos that created barriers between organizations. And we have opened up conversations on issues like mental health, and diversity and inclusion.

It is critical that we sustain our collective efforts in key areas:

- Attract and retain a diverse and inclusive workforce
- Remain committed to mental health and workplace well-being
- Equip ourselves with modern tools, processes and organizational structures
- Address harassment and discrimination

Over the coming year, I will also be focusing a lot of my time and energy on the pay system.

I am eager to build momentum as we look at how we can continue to improve ourselves and to remain the best public service in the world.

2017 Public Service Employee Survey
Key Renewal Results

PAY SYSTEM

69% Has your pay or compensation been affected by the Phoenix pay system?

34% Do pay-related or compensation-related issues cause you stress at work?

36% Satisfaction with department or agency to resolve pay or compensation issues.

INNOVATION AND AGILITY

58% I would be supported if I proposed a new idea.

41% My work suffers because of complicated or unnecessary business processes.

80% My immediate supervisor supports flexible work arrangements.

MENTAL HEALTH AND WELL-BEING

67% My department or agency raises awareness of mental health.

56% My workplace is pyschologically healthy.

81% I can discuss matters affecting my well-being at work with my supervisor.

HARASSMENT AND DISCRIMINATION

18% Have you been the victim of harassment in the past two years?

8% Have you been the victim of discrimination in the past two years?

DIVERSITY AND INCLUSION

76% My department or agency supports a diverse workplace.

73% Every individual is accepted as an equal member of the team.

As of 2017, the Public Service Employee Survey is being administered on an annual basis.

For the complete set of survey results, please visit: https://www.canada.ca/en/treasury-board-secretariat/services/innovation/public-service-employee-survey.html